Strategic Planning Elements

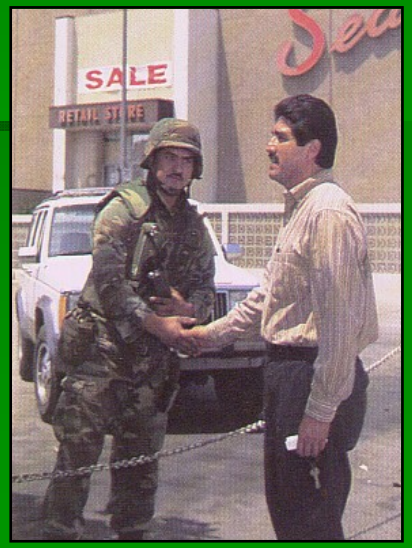
Vision	Skills	Incentives	Resources	Action Plan	Change
	Skills	Incentives	Resources	Action Plan	Confusion
Vision		Incentives	Resources	Action Plan	Anxiety
Vision	Skills		Resources	Action Plan	Gradual Change
Vision	Skills	Incentives		Action Plan	Frustration
Vision	Skills	Incentives	Resources		False Starts

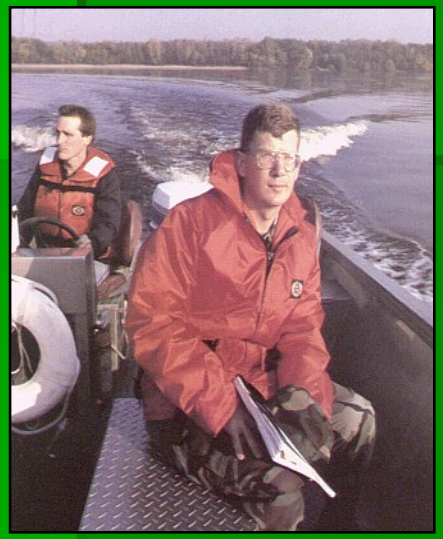
Linking HRD to Organizational Planning

Putting the Key Elements Together!

Why We're Here !

The Army Workforce





Our World: HRM/HRD

- Uncertain Economic Conditions
- Life and Work Cultures
- Globalization
- Accelerated Pace of Change
- Technology
- Ethics & Security

Reality in Focus

- HRD is diversely applied.
- HRD is not centralized.
- HRD is not a standardized process .
- The difference between Title 5 and Title 10.

Continued:

HRD Requirement

3 Key Elements

1. Designed to improve individual performance.
2. Designed to improve organizational performance.
3. Assist in achieving agency's mission and performance goals.

Army Surveys/Studies Indicate

FY 03 Army Survey
Decrease in satisfaction with training and development.

Leadership Study – lack of knowledge on available leadership and career programs.

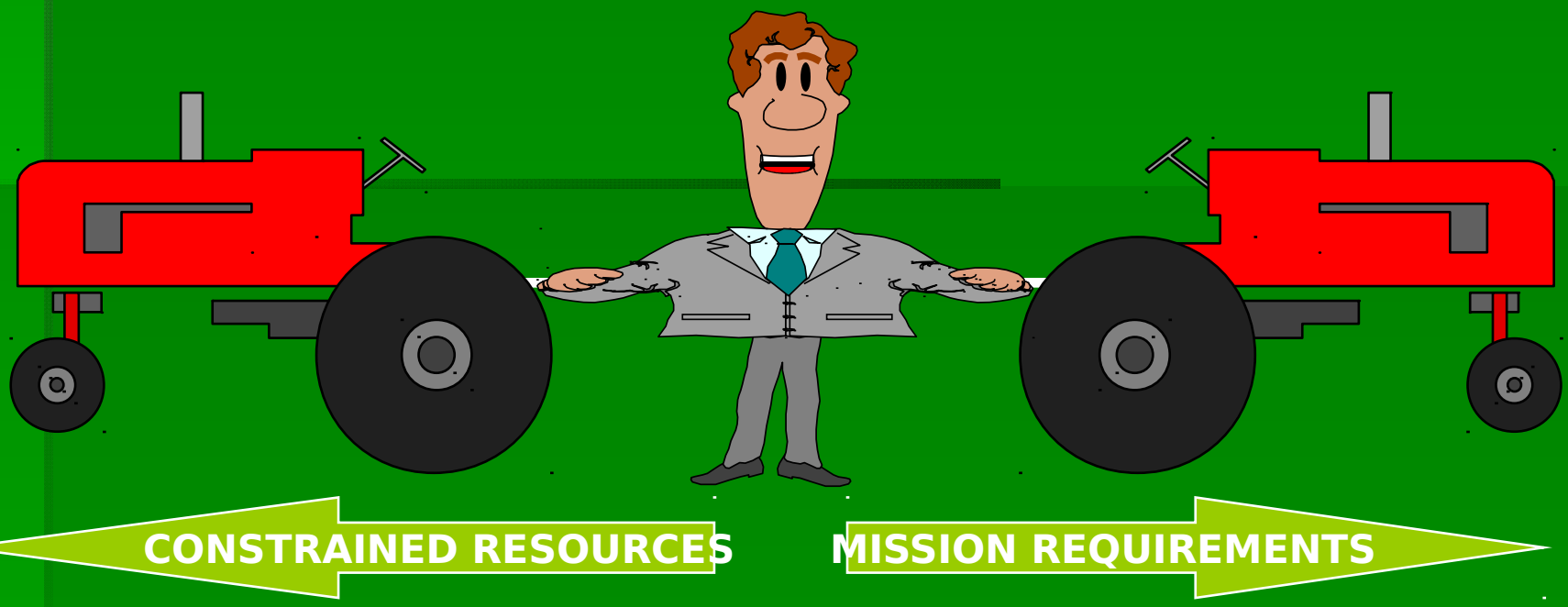
CPEA results indicate significant evidence that programs are not developed through local command strategic planning.

Commanders and Leaders do not program knowledge.

Funding for Civilian Training

- **Army Civilian Training, Education & Development (ACTEDS) Central Programs fund:**
  - Interns
  - Leader Development
    - Army Management Staff College - PME, SBLM
    - Center for Army Leadership - ILDC, OLE
  - Career Program-Wide Competitive Programs
    - Professional development (http://cpol.army.mil)
- **Commander's Fund:**
  - Mandatory Functional Training
  - Recommended Functional Training
  - Installation and Command-Unique Requirements

MANAGING APPROPRIATED $$$ $



- **KEY INDICATORS FOR SUCCESS**

In Linking HRM/HRD in Organizational Planning

Planning Simplified

- **Strategic Plan**
  High level agency goals, strategies, and needed resources.
- **Annual Performance Plan**
  Operational level strategies, measures & timeframes to support strategic goals.
- **Performance Reports**
  Status report on achievement of agency goals.

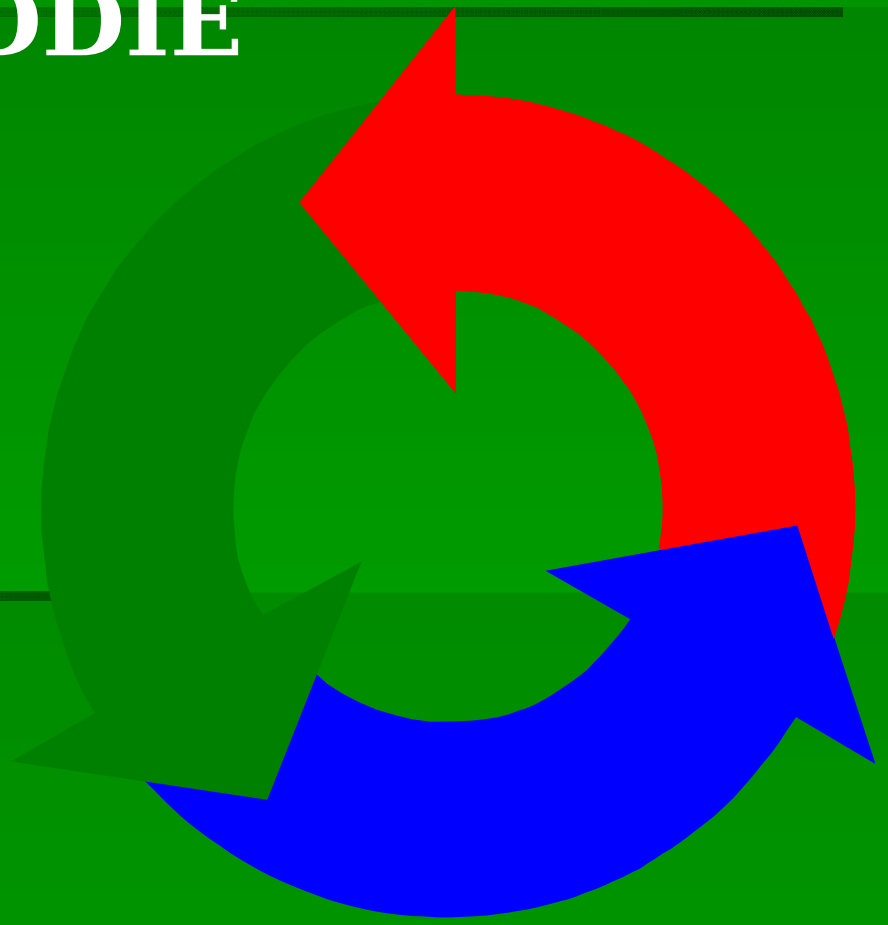
Training Plan Simplified

- Goals
- Objectives
- Results of Assessment
- Prioritized Needs
- Budgeting Plan
- Schedule
- Evaluation Plan
- Established Results

Systems Approach (Cycle) to Training

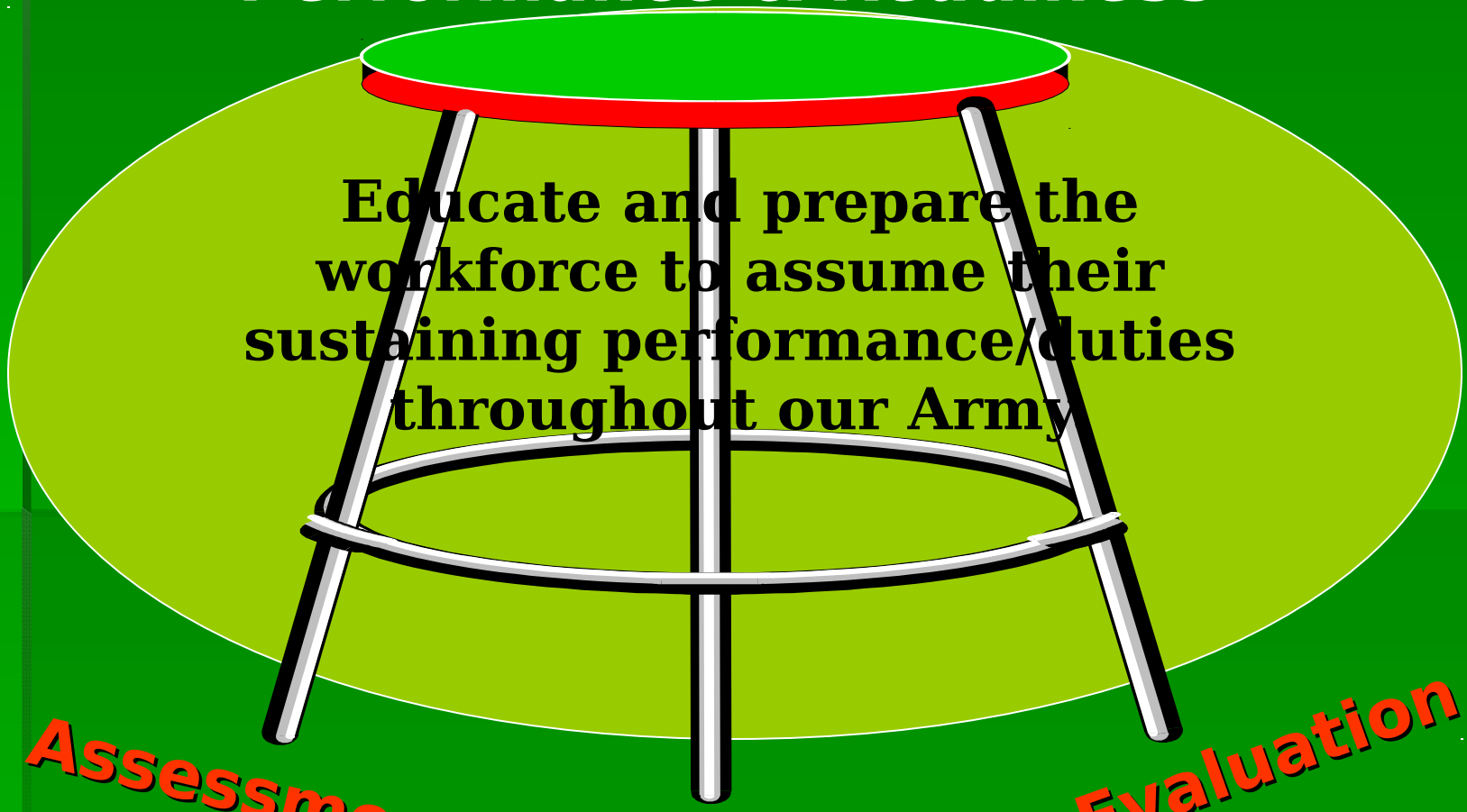
- Continuous - ADDIE Cycle -
  - assessment
  - development
  - delivery
  - implementation
  - evaluation

Individually/

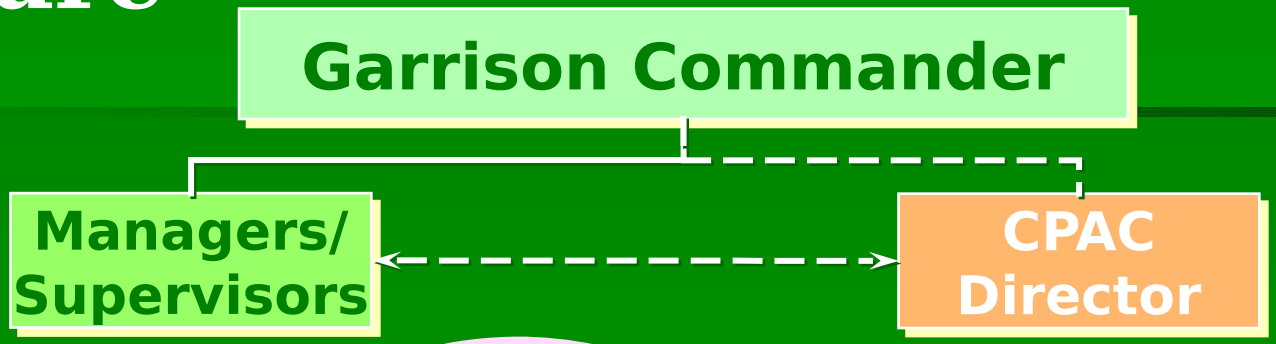


Mission Thru Partnerships

Performance & Readiness


Educate and prepare the workforce to assume their sustaining performance/duties throughout our Army
Assessment
Program Plan
Evaluation

The Lion's Share



Personnel Manager

- Determines requirements
- Selects
- Manages function
- Trains & develops
- Rewards
- Disciplines
- Separates
- Coaches/counsels/mentors

Personnel System Administrator

- Acts for the Commander in administering personnel programs
- Provides Advice & Assistance on
  - Recruitment
  - Position Management/ Classification
  - Labor & MER
  - Civilian training program
- Assures due process

The Team: Includes – Leaders, Employees, CPOC/CPAC/MACOM/CPM

- Advise and Assistance
- Training Needs Assessments
- Training Program Development
- Assistance in Delivery of Training
- Career Management
- Evaluate Results

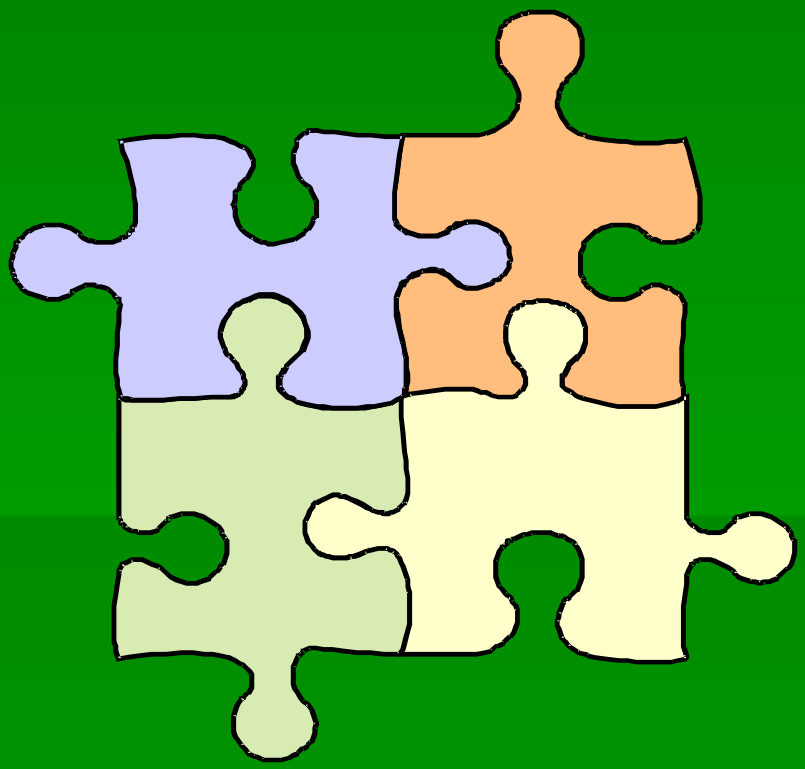
HRM/HRD Professionals

- Understand their clients & the mission.
- Build business relationships with leaders.
- Strong interpersonal relationships.
- Analytical Skills.
- State of the art expertise and knowledge.
- Clients want less course management and more evaluating needs and assessment of results.

Employees & Organizations Have Learning Objectives and Goals

Learning Initiatives

- Performance Consulting
- Learning Resources & Labs
- Special Events
- Developmental Programs IDP, TA
- Rite of Passage (NEO) Retirement etc
- Systematic Planned Program



Formal Training

ACTEDS Professional Development

OJT

Self Development

Learning Opportunities

Common Core Leader Development

Special Projects

Rotational Assignments

Creating A Learning Environment

Emphasize Learning

References

- Title 5, USC, Chapter 41
- CFR 5, Part 410, Training
- OPM Training Policy Handbook

"Thats all Folks!"